



Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of March 31 2022:

- There are 25 initiatives for focus this fiscal year. Sixteen are in the implementation phase, and the remaining nine (9) are in the recommendation phase.
- The majority (88%) of initiatives in the recommendation phase are in progress and progressing towards implementation.
- Front Line Onboarding and Quality Assurance initiatives are pending final recommendation review.
- For more status updates, see the initiative highlights below.

Statistics & Analysis

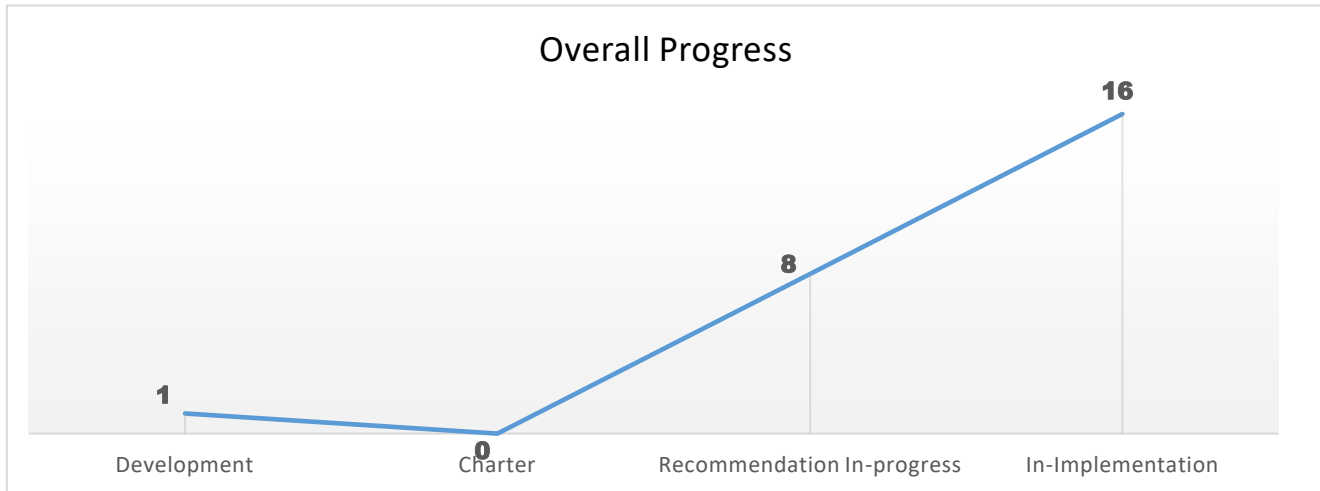
The 25 initiatives for focus in FY2022 are divided among the placemat themes as follows: Seven (7) under safer work environment, 12 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The majority of initiatives under all three themes are in implementation, 57% of safer work environment, 58% of improving workforce and 83% of reducing risk and recidivism. Safer work environment is the only theme with initiative in development (14%).

Table 1: FY22 Progress of Strategic Plan Projects by Theme

	Initiative Status			
Placemat Themes	In-Implementation	Recommendation In-progress	Charter	Development
Safer Work Environment (7)	57%	29%	0%	14%
Improving Workforce (12)	58%	42%	0%	0%
Reducing Risk & Recidivism (6)	83%	17%	0%	0%



Figure 1: Progress of Strategic Plan Initiatives by Status



The 25 division led projects are currently in the following statuses: 16 have completed the recommendation phase (64%) and have transitioned to the implementation phase; eight (8) are progressing towards the implementation phase (32%); and one (1) is in development (4%)

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division						
Status	Overall	OOD	P&P	DORS	DAI	DHS
In-Implementation	16	0	1	4	3	8
In-Progress (Recommendation)	8	2	0	0	1	5
Charter (Recommendation)	0	0	0	0	0	0
Development (Recommendation)	1	0	0	0	0	1
Total Initiatives	25	2	1	4	4	14

Of the 25 initiatives, two (2) have been assigned to the Office of the Director (OOD) and one (1) to Probation and Parole (P&P). Both the Division of Offender Rehabilitation Services (DORS) and the Division of Adult Institutions (DAI) have been assigned four (4) each, and 14 have been assigned to the Division of Human Services (DHS).



FY2022 Initiative Highlights as of March 31, 2022

11.101 - Staffing Pattern & Shift Analysis

Moved to implementation

- DOC is completing review of post recommendations for each facility.
- Each facility will implement individually based on their recommendations.

11.113 - Develop MOCIS Enhancement Prioritization

In development

- All components of the MOCIS initiative will be completed under this initiative.

11.208 - Improved External Classification System

Off track – with plan to rectify

- Working with IT to develop the automation plan.
- Implementation to occur in FY23.

11.212 - Transition to Electronic Files to Support Information Access

Off track – with plan to rectify

- DOC is working with OA to find forms solutions and obtain quotes.

11.215 - Perimeter Detection Fence

In Implementation

- The fencing is complete at these facilities: ERDCC, SECC, SCCC, FRDC, JCCC, PCC, MTC
- New fence installed at all facilities, except CCC and WRDCC. Commissioning is pending.
 - WMCC, MECC, WERDCC, OCC are up and running.

12.104 - Automated Time Keeping System for DAI

In Implementation

- DAI working on pilot location.
- Implementation moved to FY23.

12.307 - Develop System for Virtual Training – LMS

In Implementation

- Implementation of the system is in progress
- Projection to go live on or before June 15, 2022.

21.202 - Develop On-Boarding for Supervisory Positions

On track

- The team is working on milestone tasks. They are finalizing the learning path, checklist, and welcome binder material list.



- The team plans to have their proposal complete and ready for review by the end of this fiscal year.

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

In Implementation

- Division Directors have completed their review of the proposal.
- The team is scheduled to present to the EBP Team for final approval.

21.207 – Transformation Training Academy

In Implementation

- The recommendation phase is complete. This is in implementation.

21.208 – The Corrections Way for Frontline Staff

On track

- As of March 31, 2022, 3,215 frontline staff have been trained.
- Partial training completed in March for FCC (make-up session). MCC's training was canceled due to snow.
- April training dates are confirmed for ACC, PCC, WMCC, WRDCC, and MECC.

21.210- Expand COI and Cook Recruitment Efforts

Off-track

- CO I applications received in March is 579.

21.212 - Crossroads Training Academy

In Implementation

- Project will be renamed and moved to FY23.

21.213 - Succession Development Strategy (Leadership Development Rule)

On track

- Supervisors are expected to complete a minimum of one (1) hour per week toward professional development (52 hours per year).
- 2% of DOC has completed the MO Learning White Belt training.
- OA created the Talent Development Learning Community Framework to connect talent development offerings intentionally to support all team members regardless of where they are in their professional development.

21.405 – Promote and Enrich Employee Wellness Program

On track

- MoDOC Cares webpage has been created and is consistently updated, getting a very high click-rate.
- Probation & Parole Wellness Room (ID15 60 day pilot - is in progress). This is getting positive feedback from site staff.
- Health & Benefit Fairs in 2022 – scheduled for Farmington, JCCC and ACC in April.



21.406 - Trauma Support for Staff

On track

- A planning committee has been formed, and funding is secured to implement a Post Critical Incident Seminar scheduled for May 2-4, 2022.
- A new support resource for DOC staff affected by workplace trauma will be available in May 2022.

22.105 - Redevelop the Intranet

Off track

- Exploring options to move the project towards completion in FY23.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

Off track - with plan to rectify

- Awaiting focus group analysis and recommendations from St. Louis University

22.303 - Trauma Informed Culture

In Implementation

- Advisory Team in place and meeting.
- Two sub-teams are being developed to consider training, and develop advertising on being trauma informed.

31.113 - Ashland University Expansion

Off track – with plan to rectify

- All Second Chance Pell providers had their funds reduced this FY. Ashland has decided to not expand sites nor enroll new students to stay within budget. Therefore, for fall 2021 and the spring 2022 terms (late January) they will only re-enroll current students. The remaining sites are JCCC, PCC and SECC.
- Ashland University will re-evaluate status nation-wide once the next funding cycle at the federal level is decided.

31.114 - Programming to Conform to Evidence Based Practice

In Implementation

- Implementation moved to FY23.
- DAI is working to determine the elective classes that will be offered.
- QA/QC staff are assisting with Core programming lesson plans.

31.115 - Mental Health and Substance Use Treatment Standards

In implementation

- The team has made final recommendations for substance-use assessment tools.
- The team is finalizing a program model.



31.203 - KCRC Transformation

In implementation

- There are eight (8) approved referrals: 7 parolees (earliest arrival date 5/4/22) and 1 probationer (earliest arrival date 4/27/22). Three pending referrals (2 probationers and 1 parolee).
- The center received six (6) of the 20 Chromebooks.
- Staff assignment is complete. Staff are working assigned shifts and the facility is manned 24/7.
- TCKC now has a director of nursing. Medical staff are working on-site.

31.209 - Program Model for Court Referred Short-Term Offenders.

In Implementation

- A sub-committee was formed to develop a procedure for short-term treatment and another to develop a structure for the units.
- Milestone tasks are being assigned.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

Off track – with plan to rectify

- The final report is complete.
- The team is scheduled to present their recommendation to the EBP Workgroup in April.

Initiatives from Previous Placemats - with Actions Pending

11.105 - Administrative Segregation Programming

- The committee has reached out to other states to learn steps taken to transform restrictive housing in their state.
- The team has developed a plan for restrictive housing utilizing progressive discipline, programming and incentives.

11.110 - Offender Mail / 11.111 - Offender Censorship

- The projected date to go live is June 1, 2022.

11.207 - Identification & Tracking of Security Threat Groups

- Legal review of policy completed.
- Updates being made to manual before policy released.

11.211 - Offender Suicide Prevention

- The team is working on finalizing the recommendations.

11.216 - P&P Safety, Security & Critical Incidents

- DSAA is finalizing the report form.
- Meeting scheduled for Friday, April 29th to discuss next steps for implementation.



21.105 - CO I High School Apprenticeship

- The Training Academy is updating the curriculum for stackable credentials.
- A meeting is scheduled with Crowder College (Oren Barnes) to review and approve the updated curriculum.
- After approval, Oren Barnes (Crowder) will assist with getting it submitted to the Criminal Justice Board in Missouri. June 1st is the deadline to submit anything to the board.

31.110 - Difficult Discharge

- The procedure has been sent out for secondary review.

31.207- Community Peer Specialist

- The team has decided to develop peer specialist training and forgo the DMH and Missouri Credentialing Board process.
 - A curriculum development committee is being formed.
- The team has finalized the IPS Roles and Responsibilities and the IPS Conduct Response Form.
- Preparation for pilots at three (3) facilities (NECC, MCC, and CCC) is in progress.
 - Team members are planning visits with the administration teams at the pilot sites to establish implementation teams on site.
- Milestone tasks have been assigned to team members. The team is reviewing with plans to update policies, curriculum, and code of ethics documents.

Strategic Initiative Dashboard

FY2022 Initiatives

R = Recommendation Phase

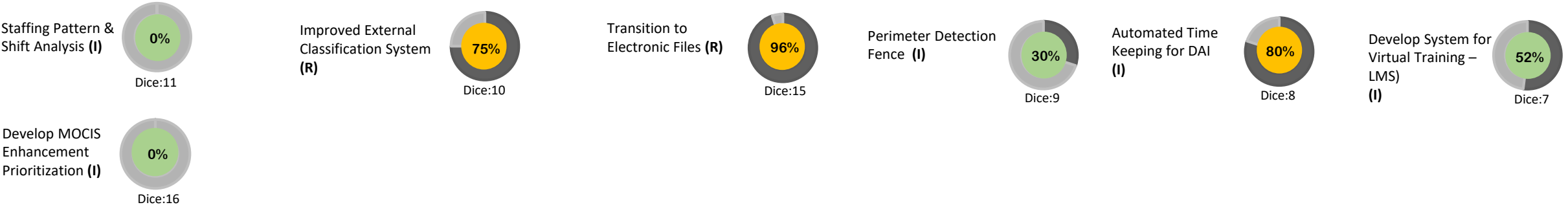
I = Implementation Phase

Values in circles indicate % of milestone complete

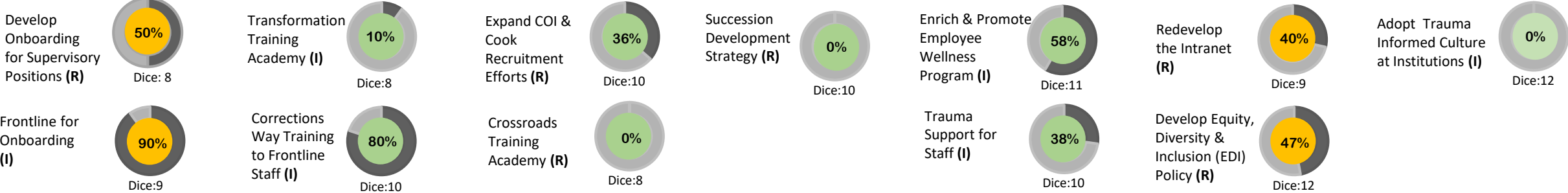
On-Track
Off Track with plan
Off Track – with no plan



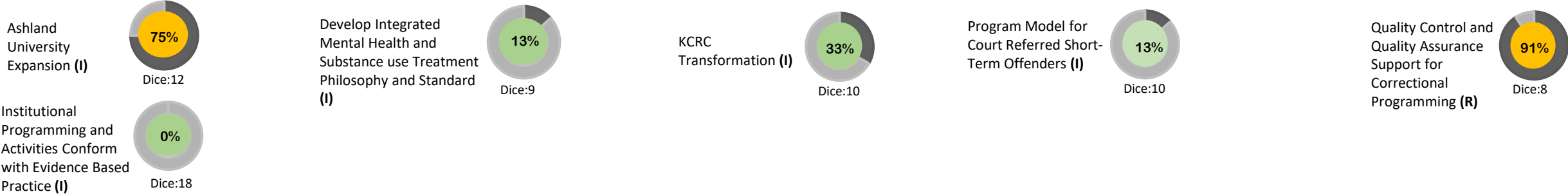
Safer Work Environment



Improving Workforce



Reducing Risk & Recidivism



Dice scores last calculated December 2021 **Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)